Program Management Committee

Issue Brief: 2-2

Business Smart

Strategy Development

7 May 2017

CGIAR is a global partnership that unites organizations engaged in research for a food-secure future. The CGIAR Research Program on Livestock provides research-based solutions to help smallholder farmers, pastoralists and agro-pastoralists transition to sustainable, resilient livelihoods and to productive enterprises that will help feed future generations. It aims to increase the productivity of livestock agri-food systems in sustainable ways, making meat, milk and eggs more available and affordable across the developing world. The Program brings together five core partners: the International Livestock Research Institute (ILRI) with a mandate on livestock; the International Center for Tropical Agriculture (CIAT), which works on forages; the International Center for Research in the Dry Areas (ICARDA), which works on small ruminants and dryland systems; the Swedish University of Agricultural Sciences (SLU) with expertise particularly in animal health and genetics and the Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) which connects research into development and innovation and scaling processes.

The Program thanks all donors and organizations who globally supported its work through their contributions to the [**CGIAR system**](http://www.cgiar.org/about-us/our-funders/)

*©* 2017

 This publication is licensed for use under the Creative Commons Attribution 4.0 International Licence. To view this licence, visit <https://creativecommons.org/licenses/by/4.0>.

Unless otherwise noted, you are free to share (copy and redistribute the material in any medium or format), adapt (remix, transform, and build upon the material) for any purpose, even commercially, under the following conditions:

 ATTRIBUTION. The work must be attributed, but not in any way that suggests endorsement by the publisher or the author(s).

**Livestock CRP**

**Business Smart Strategy Development**

**The Issue**

External evaluations of the Livestock & Fish CRP highlighted its weak capacity to bring an agri-business perspective to its research, particularly among the value chain teams on the ground in the CRP’s priority countries. In response, the CRP encouraged the recruitment of CIM experts who might bring such a perspective. The Livestock CRP now has available three CIM experts with GIZ business development-related experience. The CRP seeks to mobilize this capacity to strengthen the CRP’s business development orientation, particularly within its priority value chains and systems in priority countries. This effort will support the strengthening of the country teams in developing appropriate strategies, in close collaboration with the youth and gender specialists, as well as recommending CRP level actions to improve this agenda.

**Terms of reference**

A Business Development Working Group will be established to lead this effort, composed initially of the three CIM experts and led by Christoph Weber. The youth specialist and gender leader will also serve as advisors to the WG.

Key questions for the WG to address include:

* How can the CRP strengthen the business development orientation of its research strategy and activities, with a particular focus on youth and gender considerations?
* Can business development be better mainstreamed within the CRP flagships?
* Are the current country-level activities sufficiently considering, addressing and creating business development opportunities?
* Are the CRP and country-level teams sufficiently aware of and taking appropriate advantage of the capacities of potential partners who could strengthen the CRP’s business development agenda?
* Would it be useful to articulate an explicit strategy at CRP, Flagship and country-level for how to strengthen the CRP’s business development orientation?

The members of the WG will be expected to:

* Review the external evaluation analyses and recommendations regarding agri-business expertise and orientation of the Livestock & Fish CRP, and the Livestock CRP proposal
* Develop a work plan for developing a CRP strategy for strong business development orientation
* Conduct rapid assessments of the business development component of flagship and country agendas, through a combination of reviewing their strategies and project activities, complemented with interviews of CRP staff
* Conduct rapid landscaping of potential partners and any other resources that could contribute to the CRP in this area, noting potential strengths and weaknesses
* Provide recommendations at CRP, Flagship and country level, including guidance in formulating strategies at each level (e.g. as 0.5-1 page of their Strategy & Implementation Plan)
* Highlight specific interactions with the CRP youth and gender strategies under development
* Identify and develop a set of concept notes for resource mobilization that would develop the CRP agenda in this area

Outputs:

* Brief assessment reports for each flagship and (sufficiently active) country, including partner landscaping, youth and gender considerations, and recommendations
* A synthesis report to bring out key points at CRP level
* Input into draft business development sections of Flagship and country Strategies & Implementation Plans
* 2-5 concept notes for projects with a focus on strengthening business development across the CRP activities

Operation:

* To be implemented primarily by Christoph, at least initially, and in consultation with the other WG members; other WG members may participate in or conduct assessments as possible
* Country visits to be funded from the Strategic Investment Fund, based on a proposed work plan and budget

An evolving agenda on business development orientation will be largely homed in the LLAFS flagship, so the WG will need to work in close consultation with the LLAFS leader. The WG may be expected to report to the CRP management committee and the Independent Steering Committee on progress

**Funding**

This is expected to be funded from the CRP management budget as part of cross-cutting coordination.

**Action**

For information and comment.

Prepared by: Tom Randolph

Date: 7 May 2017